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Recommendations

1. In an effort to provide for more meaningful evaluations based on given criteria, there should be a policy within each office to have the careerists being rated interviewed by panel board members. This should be required in all cases in which the careerist is unknown to one or more board members and when possible interviews should be held for careerists known to the panel board members.
2. Each career service should be required to develop and utilize definite, established, written criteria by which careerists are evaluated. This criteria should be available to any careerist wishing access. Evaluation and ranking should be conducted at least annually to determine the upper and lower performance percentiles. Such evaluation should be flexible to the extent that training and assignment policies could be implemented by its use. The criteria then should be reviewed periodically to determine its current relevance.
3. There should be an institution of a Board of Control within each directorate to monitor the utilization of the above suggested promotion criteria. This board could conceivably consist of directorate operating officials, <sup>personnel</sup> ~~personal~~ officers assigned to components within the directorate and <sup>be</sup> ~~be~~ subject to review of the IG Staff. This would be an effort to insure the fair evaluation of all careerists, recognizing those most deserving of promotion and career development and assisting in the identification of marginal performers.
4. Thought should be given to the necessity for office justification for the promotion of any careerist to any grade above the journeyman level for any office. This would enlarge and project the career possibilities and a proposed utilization of that careerist in the future. This course ties in with the succession patterns being develop within some Agency offices at this time.
5. Consideration should be given to the following concepts in order that outstanding young careerists be retained:
  - A. Granting a limited number of "two grade" promotions (grades 5-11). There should be written justification for their use and they should princibly be used to rectify severe inequities.

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- B. The establishment of extra promotional spaces at the directorate level so that in the event of promotional restrictions outstanding officers might be advanced even though their career service has no existing promotional headroom at the level to which they would be promoted. The numbers available, in total and for individual office use should not be disclosed and these few spaces should be over and above normal CSGA authorizations.
6. Taking a cue from the Director of Personnels' recent memorandum on the subject of PRA's (particularly concerning their abuse) we feel the Agency should conduct an intensive review of this device and formulate radical change so that the Agency might adopt policies intended to promulgate sound management policy. In the belief that an overhaul of the present system is required we propose the following changes regarding PRA's, promotion and PM&C policy:
- A. Assuming that our PMCD does a professional job we believe that in most situations in our current system the range, in steps in a grade, is the widest fluctuation in compensation that is necessary. Therefore, PRA's should be allowed only in very rare situations and each instance should be justified by memorandum from the Head of the Career Service to the D/Personnel clearly defining the reason and proposing a definite time limitation. Extensions beyond the initial period should be allowed only by *APPEAL* to the Ex Dir - Comp., in writing by the appropriate Deputy Director. Too often a PRA is made and conveniently placed, as an after thought, in an inappropriate category found among those justified by [REDACTED].
- STATINTL
- B. Conversely, we believe a compromise between our system and the Civil Service System should be adopted regarding assignments vis-a-vis grade of employee/grade of position. Again using the classification of the position as its true worth and believing that the incumbent should be paid X number of dollars for that type work we propose no slotting of employees in positions more than one grade above their own grade. (If the current policy is retained then we believe temporary promotion should be considered, i.e. a GS-11 in a GS-13 position could be given a temporary promotion of one grade which could remain in effect until he vacates the position or is competitively graded at which time the temporary promotion would become permanent.)
- The grade of the position

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- C. Additionally, we believe consideration should be given to a policy necessitating the reassignment of an employee who is performing at a "Proficient" or above level and who does not get promoted to the grade of the position within a given period of time. The employee would be then assigned to a position, the grade of which coincides with his own grade. All such reassignments should involve IG concurrence and follow-up for monitoring. However, this should not be considered as an adverse action.
- D. Some consideration should be given to downgrading of an employee whose PRA cannot be justified to the Ex Dir - Comp. as stated in paragraph 6a. This, of course, would not be necessary if an appropriate position at the employee's grade could be utilized.

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